

Niagara River Greenway Commission Consultation and Review Form

Date of Submittal: 9/4/2025

Project Registration Number (office use only):

Type of Review Required (please check one):

☒ Mandatory Consultation for proposals seeking Greenway Funding

☐ Voluntary Review and/or Endorsement for proposals not seeking Greenway Funding

PROJECT SPONSOR INFORMATION

Name:	Buffalo Omsted Parks Conservancy
Mailing Address:	84 Parkside Avenue, Buffalo
State:	NY
Zip Code:	14214
Federal ID#:	22-2720927
Charities Registration #:	056775

PROJECT TYPE (Please check only ONE)

☐ Trail Development / Improvement

☐ Interpretation / Cultural Monuments

☐ Ecosystem / Riparian Habitat Restoration

☐ Stewardship

☒ Niagara River Greenway Placemaking / Public Access / Wayfinding

FUNDING COMMITTEE

☐ Host Community Standing Committee

☐ Ecological Standing Committee

☒ Buffalo and Erie County Standing Committee

☐ State Parks Standing Committee

☐ Unsure at this time / N/A

TOTAL AMOUNT REQUESTED

\$69,000

ADDITIONAL FUNDING FROM OTHER SOURCES

Source	Amount
<u>Empire State Development's (ESD) Strategic Planning and Feasibility Studies Program under the New York State Consolidated Funding Application (CFA)</u>	<u>\$57,500</u>

PROJECT INFORMATION

Project Name:	<u>Design and Plans for the Cazenovia Golf Clubhouse</u>
Location (include GPS coordinates if possible):	Cazenovia Park 42.845177136000075, -78.80117212999994
Project Site Address:	1 Willink Avenue, Buffalo
State:	NY
Zip Code:	14210
Minor Civil Division(s):	City - Buffalo
County:	Erie
Project Proponent Property Interest (own, lease, easement or other):	Management agreement

AUTHORIZED OFFICIAL

Name:	<u>Catie Stephenson</u>
Title:	Executive Director
Business Address:	84 Parkside Avenue, Buffalo
State:	NY
Zip Code:	14214
Work Number:	716-838-1249
Cell Number:	202-355-4843
E-Mail Address:	catie@bfloparks.org

PROJECT POINT OF CONTACT

Name:	<u>Charlene Secondo</u>
Title:	Special Projects Manager
Organization / Firm:	Buffalo Olmsted Parks Conservancy
Business Address:	84 Parkside Avenue, Buffalo
State:	NY
Zip Code:	14214
Work Number:	716-838-1249
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Niagara River Greenway Commission
Consultation and Review Form: Project Narrative
Design and Plans for the Cazenovia Golf Clubhouse

1. The Cazenovia Golf Clubhouse is located within Cazenovia Park, which is part of Frederick Law Olmsted's historic park system. While not part of Olmsted's original design for the park, golf has been part of the park's recreational offerings since 1929. The nine-hole golf course was added when an additional 80 acres were secured from the Town of West Seneca in 1925. Municipal golf courses provide increased community access to the game across all demographics. Golf is part of BOPC's earned revenue model, which provides critical funding for the operations and maintenance of the Olmsted park system. Cazenovia golf has the highest volume of any municipal course in the area, with 30 golf events annually and 8 leagues, each playing for 12-16 weeks, has an impressive 18,000 rounds per season, 424 season pass holders, and earned more than \$415,000 in 2024. The clubhouse is in dire need of rehabilitation. It is not functional preventing BOPC from capitalizing on its full revenue potential. It does not align with BOPC's design guidelines for structures within the Olmsted system. It requires constant care to "hold the building together" - gutters, bathroom facilities, plumbing, electrical issues. This project can begin as soon as funding is secured. The estimated project tasks and timeline are as follows:

- Pre-design/Building Assessment Report - 4 weeks
- Schematic Design (3 design iterations/meetings) - 4 weeks
- Design Development - 4 weeks
- Construction Documents - 6 weeks
- Permits - 8 weeks
- Bid - 3 weeks

The deliverables for this first phase are plans and construction documents for rehabilitation of the existing clubhouse or design and construction documents for an entirely new facility. Course of action for phase two will be determined throughout the process.

2. The design and plans for the Cazenovia golf clubhouse aligns with the Niagara River Greenway vision through the following goals, principles, and criteria.

Project alignment to vision:

- i. *World class* – The Olmsted Park system in Buffalo is a masterpiece and should meet standards of excellence in park operations, maintenance, public offerings, and architecture. The current Cazenovia golf clubhouse does not meet BOPC's design standards for world class architecture within the system. This project will bring this structure into alignment with these standards, providing a world class amenity to the public.
- ii. *Corridor* – Cazenovia Park is within the boundary of the Niagara Greenway focus area.

This project aligns with the following **goals**:

- i. *Improve access* – The amenities offered by physical structures in the park system are one of the improvements most requested by the public. While the physical presence of the golf course limits public use to that section of the park, a clubhouse that offers amenities to golfers and non-golfers alike improves access by providing a comfortable and welcoming space to gather and critical amenities like restroom facilities and indoor community space.
- ii. *Spark revitalization and renewal* – Completion of the planning phase of this project, with a focus on aligning to BOPC design standards, maximizing revenue in support of BOPC’s mission, and leveraging broader heritage tourism, will have an economic impact through new employment opportunities, enhancement of on and off-season activation, neighborhood stability and safety, and increased community engagement.

This project aligns with the following **principles**:

- i. *Excellence* – The current structure does not align with BOPC design standards and is not a world-class facility.
- ii. *Accessibility* – A rehabilitated club house not only offers park users with a welcoming and comfortable space to gather, but also vital park amenities like bathrooms. Access to these in-park amenities significantly enhances the park user experience and increases accessibility for all.
- iii. *Public Well-Being* – Cazenovia golf course is the highest volume municipal golf course in the area. A rehabilitated clubhouse enhances public well-being by improving the park-user experience.
- iv. *Community-based* – This project was chosen by the surrounding community as part of BOPC’s Five-Year Plan process to determine and prioritize capital projects for the Olmsted system.

This project aligns with the following **criteria**:

- i. *Consistency with principles* – this project aligns with four of the Greenway’s principals, noted above.
- ii. *Priority status: Revitalization of urban centers* – The Cazenovia clubhouse is in a neighborhood center in South Buffalo and is surrounded by residential property. Rehabilitation of this space will connect the park and golf course to the Seneca Avenue business district and provide neighbors with an accessible and safe park amenity.
- iii. *Focus area* – This project is within the Greenways focus area.
- iv. *Environmental soundness* – BOPC is committed to a green approach to the design of the clubhouse, that includes energy efficiency and other green design features.
- v. *Implementable* – Phase one of this project – the conditions assessment and design - is implementable. BOPC is prepared to start this phase as soon as funding is secured. Once the design is complete, BOPC will seek out and secure funding for construction.
- vi. *Local sponsor/partner* – This project is supported by the City of Buffalo, the owner of the property, as well as local elected officials.
- vii. *Matching Funds/Leveraging* – If secured, this funding would be matched dollar-for-dollar by planning funds through Empire State Development's (ESD) Strategic Planning and Feasibility Studies Program under the New York State Consolidated Funding Application (CFA).

3. The budget for this project is as follows:

Planning	\$115,000
Construction	\$0
Acquisition	\$0
Administration	\$11,500
Operation and Maintenance / Year	\$0
TOTAL PROJECT COST	\$126,500

BOPC has requested \$57,500 in funding through the Empire State Development's (ESD) Strategic Planning and Feasibility Studies Program under the New York State Consolidated Funding Application (CFA). Funding from the Greenway (\$69,000 as requested) would help BOPC complete the dollar-for-dollar match required through the CFA, plus necessary administrative costs. This project will be operated and maintained by the Buffalo Olmsted Parks Conservancy.

4. In 2008, BOPC published the Plan for the 21st Century after a four-year community input process. With over \$428 million estimated in implementation costs, BOPC decided to launch an update to this plan in 2018, creating a more realistic five-year implementation plan. This update kicked off in 2018 and followed a similar but expedited course of community engagement, including community meetings, survey activities, and deep-dive discussions with governmental leaders. A working group of key representatives, consultants, and stakeholders was formed and led by BOPC. Guided with advisement from the University at Buffalo Regional Institute, data was collected and analyzed. The results were reviewed extensively by the Working Group and the Long Range Planning Committee of the Conservancy's Board of Trustees, as well as the Board, Conservancy upper management, and city representatives. The planning process concluded not only with the final report and its priority findings, but also with the return of the Olmsted Community Alliance (OCA), which today serves as the main mechanisms for community input into BOPC's work. Rehabilitation of the Cazenovia clubhouse remains a priority for Cazenovia Park users, BOPC, and the surrounding community.

BOPC staff will manage and oversee this project with support and approval from the organization's Design Review Committee and Board of Trustees. The City of Buffalo will provide feedback on the design throughout the process through three critical feedback points – monthly meetings with the city's engineer for parks and BOPC's capital project manager, monthly coordination meetings between the city's deputy commissioner of parks and BOPC's executive director, and a meeting at the end of the project to provide final approval. The public will have the opportunity to provide feedback through the OCA process.

5. The Cazenovia golf clubhouse is owned by the City of Buffalo. BOPC operates and maintains this building through a long-term agreement with the city, last signed in 2019. Attached to this application are letters of support for this project, including one from the City of Buffalo. Photos

documenting the current condition of the site and building are below. As part of an initial conditions assessment to determine a scope of work and estimated cost for this project, a local architecture and engineering firm identified the following in need of critical attention:

- Roof needs to be replaced, along with gutters and downspouts
- Furnace and water-heater have exceeded their useful life
- Restrooms are accessibly non-compliant
- Kitchen is not ideal for vendors to operate within, concern if it will pass health department inspection and does not have a grease interceptor
- Electrical upgrades are needed
- Patio awning needs replacement
- Concrete block walls have cracks

The scope of work for this project includes a full conditions assessment for the current structure and then a determination of the best path forward. Option one includes a renovation design for the existing building and option 2 includes demolishing the existing building and designing a new structure to take its place. This building is not a historic structure.

Photos of existing building and site



Building exterior – outdoor seating area



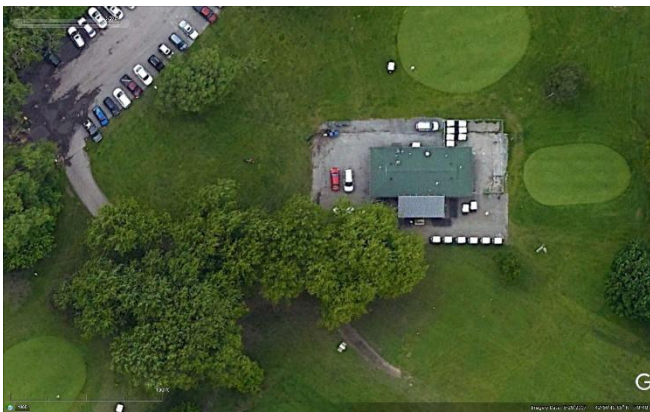
Building exterior – golf cart corral



Building exterior



Exterior - environmental setting



Exterior - aerial view



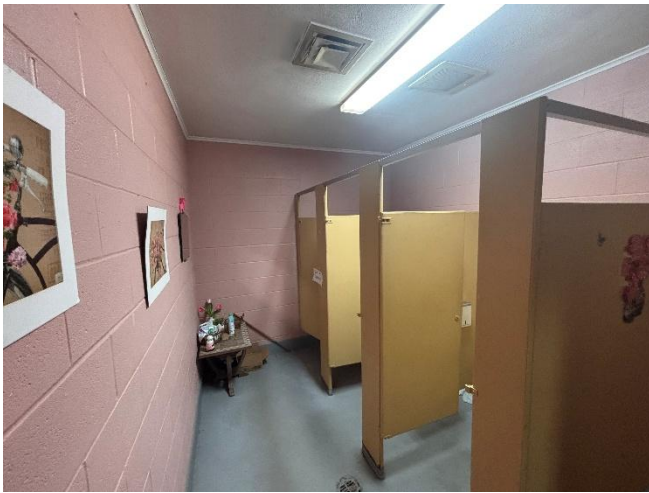
Interior - storage area



Interior – customer service area



Interior – kitchen area



Interior – restroom



Interior – restroom

6. The timeline for this project is as follows:

- Pre-design / Building Assessment Report - 4 weeks
- Schematic Design (3 design iterations / meetings) - 4 weeks
- Design Development - 4 weeks
- Construction Documents - 6 weeks

CFA funding announcements will be made in fall/winter 2025. If this matching funding is awarded, BOPC will be able to start this project within six months of funding confirmations. Total project time is approximately five months.

Once the design of the building is complete and construction documents are created, BOPC will begin the process of securing funding for construction. The timeline for that effort once funding is secured is as follows:

- Permits (depending on AHJ's review time) 8 weeks
- Bid 3 weeks
- Construction (Renovation) 8 Months (10 Months New Construction)



CHRISTOPHER P. SCANLON
Mayor of Buffalo

NATHAN R. MARTON
Commissioner

ANDREW R. RABB
Deputy Commissioner

DEPARTMENT OF PUBLIC WORKS, PARKS & STREETS
DIVISION OF PARKS AND RECREATION

July 29, 2025

Empire State Development
95 Perry St #500
Buffalo, NY 14203

**Re: Letter of Support of the Buffalo Olmsted Parks Conservancy Application for funding:
Cazenovia Golf Clubhouse**

To whom it may concern:

It is with great enthusiasm that I present this letter of support endorsing the Buffalo Olmsted Parks Conservancy's application for funding to develop a plan and construction documents for the Cazenovia Golf Clubhouse. The Cazenovia Golf Clubhouse is in dire need of rehabilitation and is a high priority project for both the City of Buffalo and the Conservancy for the following reasons:

High Economic Value.

Golf is the most profitable earned revenue opportunity available to the Conservancy in raising critical operational dollars with Caz golf earning more than \$400,000 in the 2024 season. A rehabilitated clubhouse offers opportunities for increased earning potential through the offering of more attractive and valuable amenities, hosting larger and/or more frequent events and tournaments, enhancing customer service, increased merchandise options, off-season opportunities and more.

Community Supported.

This project was chosen by the community as a priority project through the Conservancy's Five Year Planning process. This process included over 15 community meetings and an online survey and resulted in the creation of the Olmsted Community Alliance which serves as the hub of continued community engagement for the Conservancy.

The Conservancy has demonstrated success in moving capital projects from the planning phase to completion in partnership with the City and we look forward to working together on this project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Andrew Rabb', with a stylized, flowing script.

Andrew Rabb

Cazenovia Golf Club

To whom it may concern:

The Cazenovia Golf Club has been in existence since 1930. We currently have over 100 members and often fluctuate between 105-120 members. The vast majority of our members play the majority of their golf at Caz. We have had a very active junior membership in the past but have since pushed our membership to have their children sign up for The First Tee programs at Caz.

As a club we have always tried to help the course with any improvements that the course has wanted to attempt to achieve as well as give suggestions. We are always looking to have the best 9 hole course in the country. With certain improvements that is without a doubt possible.

One of the improvements that could bring Caz to the next level would be a new club house. Our club would love to see an upgraded facility with a nice concession stand, an eating area inside and out, nice bathrooms as well as locker rooms that could be rented for clubs or individuals.

Caz is a place to learn the game. It is a place that so many area residents call home for golf. An upgraded facility and improved playing conditions can create a place that people want to come to learn to play the game as well as experience a family friendly environment where everyone can enjoy a day.

If we as a club can do anything to help the course we would be on board for it. Please reach out to any of our board directors.

Yours in golf,

Tim Delaney

Cazenovia Golf Club President

Cazenovia Golf Club

To whom it may concern:

A new club house would provide a sense of community for our golf league; a place where members could meet each other (many players only know the women they golf with) and also a place to commiserate after a round of golf. A clubhouse is like a central hub of communication.

A concession stand is a must & would be profitable especially with a healthy option. Dedicated woman's locker room to to change our clothes, display our trophies and store our supplies. A "pro shop" where we could buy balls, tees, markers and other items. Along with the pro shop, possibly a golf pro available for lesson(s), even on a part time basis or to rotate amongst the three city courses.

Kellie Lalley

CWGC President

July 28, 2025

Board Of Directors

Daniel Misko
Board President

*Legends Global Merchandise
 Senior VP Of Business Development*

Charles P. Pezzino, CPA
Board Vice President

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 UBS Financial Services, Inc.
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*Assistant Professional Oak Hill
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Victoria Schiro
Executive Director WNY PGA

Brian Pilarski
*Executive Director Seneca Babcock
 Foundation*

Travis Gelger
Akamai Technologies

Jeremy Wabick
West Herr Automotive Group

Billy Stojanovski
Xerox

Frank Vacanti
KeyBank

Michael Knott
Lawley Insurance

Chris Carroll
Buffalo Olmsted Parks Conservancy
84 Parkside Avenue
Buffalo, NY 14214

Dear Chris,

On behalf of First Tee – Western New York, I want to extend our sincere appreciation for the ongoing partnership between our organization and the Buffalo Olmsted Parks Conservancy. Together, we are creating equitable opportunities for youth across our region—introducing them to the game of golf while providing the life skills, mentorship, and character education that can shape their futures.

Our collaboration at Cazenovia Golf Course has been especially impactful. As a welcoming, accessible public space, “Caz” has become a cornerstone of our programming on Buffalo’s South Side—serving hundreds of young people from diverse backgrounds each season. With your support, we’ve been able to deliver high-quality instruction, foster meaningful relationships, and create a sense of belonging for families who might not otherwise have access to the game or its benefits.

As we look to the future, we are excited by the transformative potential of developing a dedicated clubhouse facility at Cazenovia Golf Course. This vision includes indoor classroom space, staff offices, and year-round simulator bays—offering a permanent home for First Tee participants and coaches. More than a building, this space would serve as a year-round hub for learning, mentorship, and development, eliminating seasonal gaps and giving youth consistent access to safe, supportive environments.

We believe this next step in our partnership will be transformational—not just for First Tee, but for Buffalo’s youth, families, and public park system. Thank you for your continued collaboration, vision, and dedication to building stronger communities through parks and programs that truly matter.

Sincerely,



Timothy Karches
Executive Director
First Tee – Western New York
(716) 597-5023
EIN: 16-1490270

PO BOX 273, Bowmansville NY 14026

www.firstteewesternny.org



First Tee – Western New York is a youth development organization that enables kids to build the strength of character that empowers them through a lifetime of new challenges. By seamlessly integrating the **game of golf** with a **life skills curriculum**, we create active learning experiences that build values like inner strength, self-confidence and resilience that kids can carry to everything they do.

Character is learned and shaped by our experiences. In a world where social pressures are always on, where calm and confidence are hard to access, and where perseverance is a required superpower every day, our kids are growing in new environments that are demanding more from them, and therefore more from us. First Tee helps kids uncover the values they'll carry with them, wherever they decide to go.

First Tee believes in developing experiences that are just as fun as they are meaningful.

We've spent more than 25 years creating experiences that build character to empower kids through a lifetime of new challenges and personal growth. We help kids discover their own core values to guide them through life.

Our Programs

We see golf as a metaphor for life. It's not the score that counts, but the values we learn along the way. Like in life, golf requires goal setting, working with others and digging deep when things get tough. Golf is a perfect practice ground for learning skills that go far beyond the fairways.

Our programs happen year-round, and alongside 150 First Tee chapters across the country and in select international locations. We deliver the First Tee Program at 18 golf locations across 10 counties. With the support of trained and dedicated coaches, participants ages 7 – 18 progress through the program over time, deepening their understanding of life skills and golf development. The integrated approach helps kids and teens build confidence and resilience for when they are on the course, at home and in school. Every participant has the opportunity to:

- Pursue goals
- Grow through challenges
- Collaborate with others
- Use good judgment
- Build positive self-identity

Our Research

Nearly 90% of parents say character is a lost value that should be more emphasized in today's society, and they're losing sleep at night over concerns about their child's development.¹ They're most concerned about their emotional, behavioral and social health, especially due to bullying (41%), social media (37%) and peer pressure (36%).² Meanwhile, more than 70% of parents say golf provides opportunities for kids to build character and learn life skills.³

Parents are turning to golf and other extracurriculars to help. Parents with children in sports say they are effective for:

- Creating opportunities to work with others (96%)
- Improving children's mental health (95%)
- Providing supportive adults to strengthen character development (94%)⁴

Parents actively seek coaches who not only elevate their child's skills but also impart values. More than 90% of parents believe sports coaching should inspire their child to excel on **and off** the field.⁵

In a longitudinal study of the impact of First Tee programs:

- 100% of participants transferred what they learned at First Tee to school.
- 82% of participants felt more confident with social skills.
- 73% of participants reported higher confidence in academic ability.

Our young people reported greater ability to transfer what they learned at the First Tee Program to contexts such as school or home (meeting and greeting, managing emotions, resolving conflicts, appreciating diversity and getting help from others). Our program is effective in promoting positive youth development through our intentional curriculum, training of coaches to effectively deliver the curriculum, and supportive and caring relationships with coaches, mentors and peers.⁶

Challenges Facing Today's Youth

Our kids and teens are facing challenges unseen by previous generations. Many lack access to safe opportunities that foster a culture of acceptance and provide mentorship. They live in a world where social pressures are always on, and calm and confidence are hard to access.

Since 1997, First Tee has worked to address the challenges facing our young people. We've come a long way. And there is much more to do.

¹ Is the character of our kids on course?: A Report from First Tee & Harris Poll (2023)

² Is the character of our kids on course?

³ Coaches are the unsung heroes of youth development

⁴ Coaches are the unsung heroes of youth development

⁵ Coaches are the unsung heroes of youth development

⁶ Evaluation of First Tee in Promoting Positive Youth Development (2017); Dr. Maureen Weiss, University of Minnesota

Buffalo's educational landscape reflects both progress and ongoing challenges, particularly concerning graduation rates and achievement gaps among different student demographics.

Graduation Rates:

- As of 2021, Buffalo Public Schools reported a graduation rate of 76.3%, marking a significant improvement from previous years.

wbfo.org

Achievement Gaps:

- **Racial Disparities:** In 2022, proficiency rates in New York State for fourth-grade math were 55% for Asian students, 39% for White students, 15% for Hispanic students, and 14% for Black students.

osc.ny.gov

- **Economic Factors:** Approximately 28.3% of Buffalo residents live below the poverty line, with over 40% of the city's youth experiencing poverty. This economic disparity contributes to educational challenges, as schools with higher concentrations of poverty often face resource limitations.

info.nystateofhealth.ny.gov

District Demographics:

- The Buffalo City School District serves approximately 27,450 students. The student body is diverse, comprising 42.6% Black or African American, 20.5% Hispanic/Latino, 17.7% White, 13.5% Asian or Asian Pacific Islander, and 5.1% identifying with two or more races.

Sports can be a valuable tool for improving children's mental health, creating opportunities to learn life skills and build character, and providing supportive adults to help strengthen their child's character development, the vast majority of parents agree.⁷

But afterschool programs and extracurricular activities are not always available. For every American child in an afterschool program, three are waiting to get in, and more than 7.5 million kids go unsupervised after school.⁸ And children whose families earn fewer than \$50,000 per year are almost 30% less likely to participate in extracurriculars, indicating that access isn't distributed equally.⁹

⁷ Is the character of our kids on course?

⁸ [America After 3 PM](#) (2020)

⁹ Is there character of our kids on course?

Meanwhile, afterschool programs have demonstrated their value to youth and their communities, providing a significant return on investment. A Pennsylvania study found that **every dollar invested in afterschool programs returns \$6.69** in savings related to reduced crime, delinquency, addiction, high school dropout and teen pregnancy rates.¹⁰

First Tee is committed to creating and maintaining a safe and welcoming environment for all affiliated with the organization to come as they are. We demonstrate this commitment through the following practices:

- First Tee programming is available to all families, regardless of their ability to pay
- Safety training is a part of each level of our First Tee Coach Training Program
- All adults are required to complete a background check and annual child abuse prevention trainings with the U.S. Center for SafeSport
- Participants are required to check in and check out of programs with an approved parent or guardian and are not permitted to have any one-on-one time with adults unless the interaction is observable and interruptible
- Programming is conducted in accordance with guidelines from governing health agencies
- Modified equipment is used when children are utilizing indoor spaces

Research shows that safety is of the utmost importance to parents. Ninety-four percent of parents say it's important that coaches who work with their kids are background checked, and parents show a strong preference for trained coaches, believing they're able qualified to offer a consistent coaching approach, teach new skills, demonstrate dedication to safety and adapt to the needs of individual children.¹¹

Mentoring

It's projected that 16 million American youth – one in three – will reach the age of 19 without a mentor of any kind, but research shows that mentoring strengthens both young people, families and communities.¹²

- Young people who had mentors report setting higher educational goals and are **more likely to attend college** than those without mentors.¹³
- 76% of at-risk young adults who had a mentor aspire to enroll in and graduate from college versus 56% of at-risk young adults who had no mentor.¹⁴
- At-risk young adults with a mentor are **more likely to hold a leadership position** in a club, sports team, school council or another group.¹⁵

¹⁰ Joint State Government Association (2021)

¹¹ Coaches are the unsung heroes of youth development

¹² The Mentoring Effect (2014)

¹³ The Mentoring Effect

¹⁴ The Mentoring Effect

¹⁵ The Mentoring Effect

- Relationships are most effective when the adult provides a gateway to a larger network of peer and adult support as well as a variety of new experiences.¹⁶

Eight out of ten parents believe there's a shortage of high caliber coaches today, but at First Tee, they can rest assured that their kids are benefiting from relationships with trained and caring coaches.¹⁷ Parents agree that coaches can play a critical role for kids. They say coaches could impact their child's ability to work with others (95%), ability to respect others (90%), ability to be resilient in the face of challenges (90%) and ability to lead at work (88%).¹⁸

First Tee coaches build supportive relationships based on empathy, high expectations, positivity and advocacy. First Tee participants view their **coaches as mentors**. They believe their coaches care about them, help them set goals and inspire them to use the skills they've learned far beyond golf.

"First Tee has given me so much more than just golf skills—it's taught me confidence, patience, and how to believe in myself. I never thought I'd have the chance to play on a real course, but now I feel like I belong out here. My coach has been more than just someone who teaches me golf. They've shown me what it means to be a leader, how to stay positive when things get tough, and the importance of giving back. They've truly been a mentor, helping me grow both on and off the course." – **First Tee Western New York Participant**

First Tee – Western New York is committed to providing kids and teens with the support they need in a constantly evolving world. With your help, we're able to offer experiences that build character and stick with our participants well into adulthood. Golf is known as a sport you can play for life. And it's our belief that the skills and values that kids learn from golf and First Tee will help them achieve their full potential. Consider partnering with us in these ways.

Expanded Programs, Growth and Capacity Building

In an effort to provide programs to as many kids and families as possible in our service area of 10 counties, we are committed to:

- Investing in people to strengthen organizational effectiveness and service to our community
- Recruiting, training and retaining coaches to maintain a 1:6 coach to participant ratio
- Continuing education and training for staff, coaches and volunteers
- Increasing program opportunities with additional classes and new program locations, placing an emphasis on teen retention
- Ensuring all adults that participate in our programs are properly background checked and complete Safe Sport Training
- Evolving and adapting our program schedule to meet the needs of our kids and families

¹⁶ American's Promise Alliance (2018)

¹⁷ t

¹⁸

Underrepresented & Underserved Families

Our goal is to make programming available to all kids, regardless of income or skill level. We can achieve this together through:

- The development of new program locations
- Transportation
- Recruiting and retaining more diverse coaches, role models and chapter leaders
- Technology resources to bridge the digital divide

Technology

First Tee has always aimed to meet kids and families where they are, which was the inspiration behind our School Program, which now touches more than 3 million kids annually. Today, we know that kids and families are online, which is why we're leveraging new technology to reach them:

- New mobile app for access to First Tee 24/7
- Increased access to eLearning for coaches and participants
- Greater data security and privacy to protect our kids' and families' information
- More technology tools on-site for active learning and application

Your investment in First Tee –Western New York will help shape the lives of youth as we:

- **Impact kids from all walks of life.** We will meet kids where they are: at school, at home, in neighborhoods, or our local golf courses.
- **Expand our reach** like never before, particularly seeking out opportunities to provide programs for historically underserved and underrepresented kids and families.
- **Connect with kids and families** in new and innovative ways through the development of digital platforms and technological advancements.
- Support the next generation of **mentors and leaders**, and ensure they reflect the youth in our community.

Our community of supporters has been instrumental in the positive impact we've had on young people since 1999. But the changing world is demanding more from our kids, and, therefore, more from us. Through expanded access to a dedicated learning facility, you can help First Tee – Western New York achieve its mission of positively impacting our community, now and for generations to come. Please join us in **Building Game Changers**.